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ABSTRACT

This brochure contains two statements adopted by the Corporation for Public Broadcasting (CPB), one outlining the Corporation's mission and goals, and the other outlining its tasks and responsibilities. The mission of the CPB is to take the lead in developing a uniquely American non-commercial public radio and television system that will inform, enlighten and enrich the lives of the people. Its goals, from which its tasks and responsibilities are derived, include supporting local stations, raising the quality of programing, developing unexplored potential, guiding the development of interconnection systems for public radio and television stations, ascertaining audience needs, publicizing Public Broadcasting, and guarding its freedom. (WBC)

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Corporation for Public Broadcasting:

Mission and Goals
Tasks and Responsibilities

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Corporation for Public Broadcasting: Mission and Goals

The following is a statement of Mission and Goals of the Corporation for Public Broadcasting adopted unanimously by the Board of Directors at its meeting of November 10, 1976.

The Mission of CPB

The mission of the Corporation for Public Broadcasting, a private corporation largely supported by federal funds, is to take the lead in helping to develop a uniquely American non-commercial public radio and television system that will inform, enlighten, entertain and enrich the lives of people.

CPB derives its authority for this mission and its responsibility for seeing that it is performed from the Public Broadcasting Act of 1967.

The Goals of CPB

CPB can reach its goals only within the structure laid out in the Act, which is modeled after the division of power between centralization and decentralization set forth in the Constitution and is like no other broadcasting structure in the world. CPB must work within this structure by leadership, example, persuasion and close cooperation with the local stations and their representative organizations.

In accordance with the above premises, the Board of Directors of CPB, whose members are appointed by the President and confirmed by the Senate, have set forth the following goals for the Corporation:

1. *Local stations: bedrock of the system.* To so help guide the growth of the system that the source of its strength and vitality are then local stations—individually, and as the controlling force in their own voluntary associations, working in close cooperation with CPB to help evolve and shape the future of public broadcasting.

Local stations, community institutions. To help the local stations move toward the goals of wide public support, sensitive response to community needs, financial health, superior personnel and equipment and unshakeable independence.

2. *Programming.* To help raise the quality of public broadcasting programs to a level worthy of the highest expectations of the American people, attracting to this endeavor the finest creative talent available.

3. *Experimentation.* To take the lead in developing the unexplored potential of public radio and television to bring to viewers and listeners new sources and kinds of information, insights and delight.

   Wide audiences. To encourage the development of programs that not only satisfy the needs and desires of small groups or classes of people but, collectively, those of all the people of the United States, for this, then, will truly be public broadcasting.

4. *Interconnection.* To help guide the development of interconnection systems for public radio and television that are controlled by the local stations, that will permit simultaneous national broadcasting of important events and programs without central network-like control over local choice, that will transmit the highest quality signal available, using the latest feasible technology, including satellites, that will provide enough programs to permit maximum flexibility in local selection and scheduling, and that will establish a variety of sub-interconnections for locally-produced, regional broadcasts.

5. *Ascertainment of audience needs.* To help establish a workable system for ascertaining the programming and other relevant needs of the public through competent research, Congressional liaison, close relations with the individual stations and with national

organizations representing a wide variety of human interests.

6. *Awareness.* With the cooperation of the local stations and their national organization, to make the American people at large, and special groups in particular, fully aware of those public radio and television programs they would like to hear and see.

7. *Freedom.* To act with courage and wisdom as the guardian of the freedom of public broadcasting, which is peculiarly susceptible to attack and restriction as the only domestic communications medium receiving financial support from local, state and federal governments, for without freedom of expression, public broadcasting cannot be creative, serve and protect the public interest or meet the high expectations of the people of the United States.

Tasks and Responsibilities

Text of a Resolution of the CPB Board of Directors unanimously adopted at its November 10, 1976 meeting: Resolved that the Board has adopted a Statement of the Mission and Goals of the Corporation for Public Broadcasting, and that the Board desires to provide guidance for the application of that Statement of Mission and Goals to the tasks and responsibilities of the Corporation, and from time to time to review such guidance. For that purpose, the Board does adopt this Statement of Tasks and Responsibilities of the Corporation for Public Broadcasting.

1. The Corporation for Public Broadcasting (CPB) has the task and responsibility for providing national leadership to the development of public broadcasting in the United States. Although there is one American people, there are many American publics and public broadcasting must strive to meet the diverse needs of all these publics. CPB's fundamental mission is to enhance the ability of each citizen of the United States to see and hear unique programs of excellence, relevance, stimulation, and balance.

2. CPB's leadership function relates to every significant aspect of public broadcasting which will contribute to the development and improvement of a national system balanced by decentralization.

3. CPB must provide leadership and financial support to the development and steady improvement of a national public broadcasting system built on the principle which holds each licensee responsible for its own broadcasts. CPB's main effort must therefore be to aid, support, and encourage each broadcast licensee in the performance of its own mission as a unit of contribution to a national system.

4. The following are CPB's main tasks:

Federal Support

CPB was created to serve as the mechanism through which the federal government may support and contribute toward the development of public broadcasting without infringing upon its independence as a domestic means of communication, protected by the Constitution.

- CPB—with the support of the individual broadcasters and their organizations—must persuade both the Executive and Legislative branches of the federal government to provide adequate funds in such a manner that CPB retains its private status and public broadcasting is insulated from undue political pressure.

- CPB's accounting to the government on its stewardship of the funds entrusted to its care must earn and retain the confidence and trust of the Administration and Congress, particularly since it is desirable to have the amount of federal funds predictable several years in advance.

- In order to assure separation of the government from domestic broadcasting, CPB must resist attempts by the government to establish detailed priorities in either the authorization or appropriation laws. It is desirable to have the federal government adopt a system for its support of public broadcasting which would hold the Corporation completely accountable while insulated from pressure or control. The new system of relating the federal appropriation to the amount of non-federal support raised by public broadcasting is designed to meet this goal. Re-examination of the system itself should occur only at infrequent intervals.

Financial Support of Licensees

CPB can assist local licensees to provide improved service to their audiences by direct financial support contributed in a manner which achieves the following:

- enhances community service, independence and freedom of choice of each licensee.

- prevents undue interference by CPB in local decisions.

- requires each licensee to account for the expenditure of the CPB grant.

- provides significant support to the licensee but does not seriously weaken other forms of support CPB provides public broadcasting.

- does not replace local funds.

- does not exceed 50% of the licensee's nonfederal funds, lest the licensee lose its independence.

- encourages excellence and ability to raise nonfederal funds.

- encourages either new licensees or new services to meet unfulfilled needs.

- discourages creation of new activities with CPB funds which once begun cannot be sustained with local funds.

The views of licensees should be sought for regular improvement of the system for distributing funds, which must be predictable and consistent, but must not be static.

Interconnection System

The law authorizes CPB to assist in the development of one or more interconnection systems and support program libraries. CPB's task, therefore, is to guide the development of interconnection services to all licensees which permits the maximum freedom of choice among the greatest diversity of programs of high quality.

- The interconnection system should provide the licensee with the ability to select several programs from among a larger number being provided simultaneously.

- The interconnection system should permit programs to originate from many locations.

- The interconnection system should be

capable of providing simultaneously both national services and special services among limited groups of licensees having common interests.

- The interconnection system should permit coordinated radio and television broadcasts.

- The interconnection system should have technical characteristics at least equal to the highest radio and television broadcast standards.

- The system must be reliable.

With the aid of the law, which permits CPB to receive free or reduced rates, every effort must be made to obtain the best interconnection at the lowest price.

- CPB, in consultation with the licensees, must determine that its funding of the interconnection is reasonable when compared to the cost of the programs available for distribution.

- CPB should participate with licensees and their organizations in developing procedures for access to the interconnection.

- CPB should participate with licensees and their organizations in developing scheduling which provides the greatest number of excellent programs from the most diverse sources, at times most useful and practical for the licensees.

Quality Programming

CPB is only one among many sources of funds for program production. CPB therefore has dual goals: (1) to provide leadership and enhance cohesion among the diverse funders of programs and, (2) to utilize CPB funds to develop unique programs.

- CPB should lead in the development of national program priorities and assure their review annually.

- CPB should alert funders to priority areas which appear to be underfunded and seek their support, being prepared

to participate in a consortium with other funders as necessary.

- CPB should develop programs in priority areas for which insufficient high quality programs are being produced.
- CPB should aid producers in obtaining funds whenever CPB judges the proposal to have particular merit.
- CPB should identify and aid new producers in order to diversify the sources of programming.
- CPB should fund experimental programs testing new ideas, talent, organizations, equipment, or subject matter.
- CPB should participate with the licensees and their organizations in establishing effective standards and procedures for accepting program underwriting, especially from government departments and organizations.
- CPB must constantly guard all types of production from undue interference from any source, including itself, and therefore should not participate in the continued funding of established programs.

Instructional Broadcasting

The primary responsibility for increasing the efficiency of instructional broadcasts in institutions of learning rests with each licensee and each educational entity. CPB, however, has the task of providing leadership to the public broadcaster's effort.

- CPB should encourage excellence, innovation, and daring in instructional programs as in general programs.
- CPB should encourage new techniques for utilizing broadcasts designed for general audiences to meet special instructional needs.
- CPB should seek to improve the mutual respect and understanding between educators and broadcasters at all levels.

Ascertainment and Audience Research

Development of program priorities requires a systematic ascertainment of the potential audience's priority needs and interests. Each licensee has the primary responsibility for determining the needs and interest of its audiences, with CPB providing aid upon request.

- CPB has the responsibility for constructing national priorities based on the sum of local findings.

- CPB should lead in the development of effective techniques to ascertain the audience's needs and interests.

- CPB should encourage the standardization of terms and data to permit the construction of accurate national findings.

- Upon request, CPB should make grants to licensees to encourage their experimentation with new ascertainment techniques.

Accurate and detailed data on present audiences is a necessary first step in the ascertainment process. CPB has the task of obtaining basic communication research as well as attitudinal and audience research done by others, and culling from it, the data, hypotheses, and conclusions relevant to public broadcasting.

- CPB has the responsibility to initiate research itself which is specifically designed to provide critical or specialized data not otherwise available.

- CPB should stimulate licensees and others to participate in such specialized research.

- CPB research should be concerned not only with the number and demographic characteristics of the audience, but also with their assessment of current programs and their desires for future programs.

- CPB research should make a critical contribution to the assessment of all pilot programs funded by CPB.

- CPB should make all its data available to all concerned with public broadcasting.

Providing Data

CPB has the responsibility of providing reliable and timely summary information on all aspects of public broadcasting which are relevant to appraisal of the present or planning for the future. Cooperation of each licensee is vital, since only they can provide the basic data.

- CPB must establish a method for verification of licensee financial data which is acceptable to the Treasury Department.

- CPB should first develop definitions and criteria which are understandable and acceptable to the licensees and the users of the data, especially the Congress.

- CPB should coordinate its data gathering effort with other national organizations in order to lessen the burden on the licensees.

- Based on information from the licensees and its own studies, CPB should provide an analysis of programming appearing on public radio and public television. Program data should be correlated with the audience data described above.

- CPB should publish at least annually comprehensive statistics of employment within public broadcasting. CPB should analyze the data to show where change has occurred and to identify areas where further effort is required to achieve a fair and effective personnel system.

- CPB should periodically inventory the physical plant of public broadcasting, highlighting the areas in greatest need of improvement and estimating the order of magnitude of funds that would be required to provide a satisfactory physical plant.

Personnel

CPB should take the lead in attracting and developing superior talent for public broadcasting and in creating an environment which is totally free of discrimination of any kind.

- CPB has the task of aiding licensees in improving the effectiveness of both their personnel policies and the skills of their individual employees.
- CPB should sponsor seminars and workshops to improve employees performance in such fields as management, programming, and equal employment techniques.
- In partnership with a licensee, CPB should provide scholarships for individuals in need of extended training in order to reach their full potential.
- CPB should help improve the communications between those seeking employment and those hiring employees for public broadcasting. Special efforts should be made to attract and involve women and members of minority groups at every level of public broadcasting.
- CPB should encourage the effective utilization of volunteers at all levels of public broadcasting.

New Technologies

CPB has the responsibility of helping to bring the new technologies into use in public broadcasting to aid the licensees in providing diverse programs to the many American publics. This requires first-class broadcast facilities, specialized distribution techniques, modern, efficient and flexible recording and production equipment, and multiple channel availability to the home.

- CPB should fund technical research and demonstration required to develop specialized equipment to meet a unique need of public broadcasting.
- CPB should participate in the development and assessment of new methods of non-broadcast distribution which

increases the flexibility, quality or diversity of programs made available to the audience.

- CPB should coordinate its efforts with those of HEW and its broadcast facilities program.

Non-Federal Funding

True independence requires a wide diversity among sources of funds. While CPB has the unique task of receiving funds for public broadcasting from the federal government, it has additional funding responsibilities.

- CPB should aid licensees and their organizations in obtaining funds from local governments, organizations and individuals.

- CPB must seek private funds for itself not only to increase the scope of its activities but, more importantly, to provide it with greater independence.

- CPB may form consortia with other funders for specific purposes, may provide data and advice to a licensee preparing a presentation to a public or private source of funds, may analyze the results of fund-raising drives.

- CPB has the responsibility of providing, upon request, effective support of all types of those seeking to raise funds for public broadcasting.

Government

CPB, chartered to lead and assist public broadcasting, but not itself a broadcaster or producer of programs, is in a unique position to advise, or petition, government agencies on matters affecting public broadcasting.

- CPB has the task of providing appropriate federal agencies, especially the FCC, with data, ideas, and evaluations when such agencies are considering issues significant to public broadcasting.

- CPB has the task of supporting research in unexplored areas which

could affect decisions of government agencies bearing on public broadcasting.

- CPB has the special responsibility of initiating requests for action by government departments in critical areas.

- CPB has the responsibility of developing effective working relations and mutual trust with the appropriate committees of the Congress.

- CPB has the responsibility of defending before the courts the constitutionality of the Public Broadcasting Act, the private nature of public broadcasting, and the policies and actions of CPB.

Planning

CPB has the responsibility of leading all elements of public broadcasting in the development of long-range plans and goals, including those related to program requirements, effects of new technology, required and predicted financing, and organizational changes.

CPB has the task, working with licensees and their organizations, of establishing goals and plans for: the amount and type of noncommercial audio and video programs to provide the American public, the geographic area to be covered, the most efficient mix of distribution modes, and the number of simultaneous programs to provide.

Organization

Furthermore, CPB has the responsibility of aiding the licensees in establishing national and regional organizations based on the principle of decentralization and partition of power. It is essential that the authority and responsibility of each element in public broadcasting be clearly defined. The system must have effective checks and balances which permit cohesion without dictatorship, diversity without anarchy. It is essential that these principles apply to the particularly sensitive area of program selection.

CPB should aid in developing effective, mutually supportive and intertwined re-

lationships between decentralized public broadcasting and an equally—but differently—decentralized education system. CPB should assist in clearly defining the responsibility and authority of the significant elements of both systems.

Communications

Finally, CPB has the responsibility of leading in the development and maintenance of an effective mechanism of communication between public broadcasters and their audience—the public. The goal is effective two-way communication at many levels: between producers and the audience of their program; between licensees and the audience in their area; between licensee organizations and CPB on one hand and the general public and their national organizations on the other. To be effective such communication must be two-way, mutually respectful, frequent and candid. In short, CPB has the task and responsibility of leading in the creation of a system and an atmosphere in which creative individuals can create and audience's needs and interests are paramount.